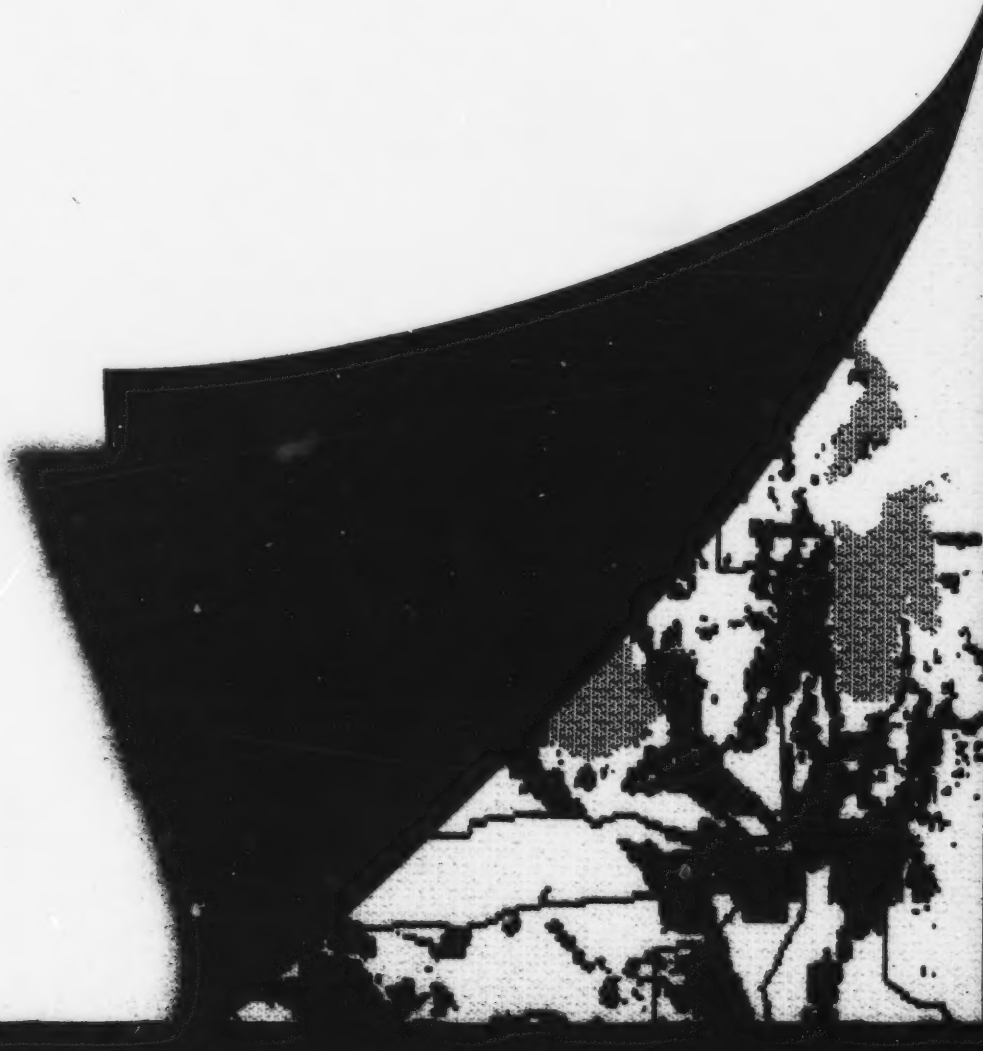
MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

Second Annual Report 1988



89-05940/

COVER:
The cover map indicates areas which are most likely to contain suitable sites for a central waste management facility. The map is shown on pages 8 and 9.

FOR FURTHER INFORMATION REGARDING THE ACTIVITIES AND PROGRAMS OF THE MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION PLEASE CONTACT:

THE MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION
226-530 CENTURY ST.
WINNIPEG, MANITOBA
R3H 0Y4
(204) 945-1844
1-800-782-2474

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

HIGHLIGHTS

The Corporation has initiated the development of a comprehensive hazardous waste management system with priority attached to maximizing the management of wastes at their source.

Conceptual engineering design for a central treatment and disposal facility was completed.

An innovative site selection process has been developed and work has begun on its implementation.

Public awareness of the issue and how it can be addressed has been emphasized through the Corporation's extensive and open public consultation activities.

The Corporation has begun to provide direct hazardous waste management services for public service programs and for Manitoba industry.

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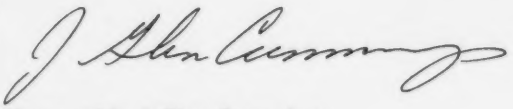
MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

LETTER OF TRANSMITTAL

The Honourable Dr. George Johnson
Lieutenant Governor of the
Province of Manitoba

May it please your Honour:
I have the honour of presenting to you the Annual Report for the Manitoba Hazardous Waste Management Corporation for the year ended December 31, 1988.



Honourable J. Glen Cummings
Minister responsible for the Manitoba Hazardous Waste Management Corporation

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

ENVIRONMENTAL POLICY STATEMENT

The Manitoba Hazardous Waste Management Corporation is committed to the preservation and enhancement of environmental quality through the development of a hazardous waste management system for the Province. This undertaking is a fundamental element needed to achieve the broader objectives of universal environmental stewardship and sustainable economic development within Manitoba.

To reach these goals, the Corporation uses the following policy objectives as the basis for the performance of its work.

1. Minimize waste generation and maximize resource conservation through the promotion and facilitation of waste reduction, recycling, re-use and recovery at source.
2. Ensure that all activities involved with the handling, storage, treatment and disposal of waste and residue products are consistent with the protection of public health and environmental quality.
3. Earn public approval of the system and its components through open and responsive communication and through public participation in all aspects of their development and operation.
4. Encourage economic development through the provision of a cost-effective waste management system and the enhancement of environmentally based enterprises.
5. Foster and promote contemporary environmental values and policies through public education, and research, as well as by example.
6. Assume, in perpetuity, the environmental stewardship of wastes and residues placed in the Corporation's custody.

CORPORATE PROFILE

The Manitoba Hazardous Waste Management Corporation is a commercial Crown corporation established to develop and operate a hazardous waste management system for Manitoba. Its mandate is to provide for the handling of provincially-regulated hazardous wastes from their source through to their treatment and disposal, consistent with high standards of public health, safety and environmental quality.

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

CHAIRMAN'S MESSAGE

It is with pleasure that I am able to forward this second Annual Report of the Manitoba Hazardous Waste Management Corporation.

As this report describes, there has been substantial progress during 1988 towards the planning and physical development of a hazardous waste management system for the province. However, I believe that our most significant achievement during the year has been the establishment of a solid relationship with the public as a basis for proceeding with the development.

An understanding of both the need for such a system and the way in which it can be implemented with a high level of social and business credibility has been developed. An open process, making no assumptions about where facilities should be located within those areas not constrained by physical factors, appears to be the key to achieving the necessary community involvement and acceptance. This has been demonstrated by the very positive response from Manitoba communities. We are optimistic that this will continue in 1989. The approach could serve as a model for other developments facing similar challenges as our society pursues the practical implementation of the sustainable development concept.

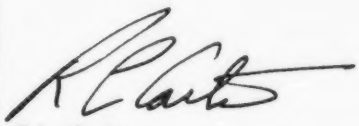
Recognition that early and open involvement by interested local communities is required for successful facility siting has led to the adoption of the concept of "co-management". This allows those directly affected by the development to become part of the decision-making process. As we move into 1989, this approach is being applied at a local level. The excellent response to date is encouraging as is the interest in the process being expressed by other jurisdictions watching our progress.

"...establishing a solid relationship with the public as a basis for proceeding with the development."

I must express my appreciation to the many local reeves, mayors, councillors and public interest groups who have greatly assisted by organizing opportunities for the Corporation to explain its needs and who have provided critical but fair input to our work. Similarly, the Corporation's management and staff have responded with enthusiasm in this work, often at the expense of personal obligations.

All those involved in the Corporation owe a debt of gratitude to the Honourable Ed Connery for his commitment and support during 1988.

I would like to thank my fellow Directors, past and present, for the attention and advice they have given to this exciting venture during the year. Important and difficult decisions must be made in 1989, but I am confident that these can be addressed with their continuing support and that of the Government.



R.L. Carter
Chairman
Board of Directors

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

PRESIDENT'S REPORT FOR 1988

The Corporation completed its first full year of operation in 1988 as we pursued our mandate to develop an effective overall hazardous waste management system for Manitoba. The basis of our work during the year was the strategic development plan approved in late 1987. The plan adopted the approach of incremental development, starting at the source of the waste and adding facilities and operational capability as required and economically justified.

The main areas of emphasis during the year were the facilitation of source-based waste management practices, the definition of the provincial waste market, the conceptual design of central treatment facilities, the initiation of the central facility siting process, the delivery of public waste management programs and the basic business planning required for future commercial operations. As is described in this report, we have made good progress in all of these areas.

"...the main challenge is gaining public acceptance of the principle that we are all part of the problem and can contribute to its solution."

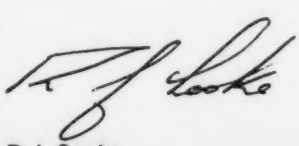
At year end, the objective of completing the first stage of the development work by early 1990 and having operating facilities in place the following year remained achievable. It is worth noting that this work has been undertaken to date in both an expeditious and cost-effective manner with the current development schedule being faster and the development costs less in comparison to the experience of others.

The rate that this type of development can be pursued is largely dictated by the evolution of a public consensus in areas where facilities are located. The Corporation has devoted a significant effort towards informing the general public about the issue and the options available for addressing it. In the course of this work, it has become apparent that the main challenge is gaining public acceptance of the principle that we are all part of the problem and can contribute to its solution. This is a time consuming task that will be completed when permitted by the public. For this reason, the Corporation has consciously not imposed a fixed schedule for its facility development work even though we remain optimistic that an expeditious program is attainable.

Operationally, the Corporation has established itself as a small project management organization functioning independently of the departmental structure of Government. This has been of major importance in establishing ourselves as a credible development proponent in dealing with regulators, our industrial clients, the waste management industry and the general public.

A major impetus to the Corporation's work during the course of the year has been the significant increase in public interest and concern related to hazardous waste. This has led the Government to renew and reinforce its long standing commitment to providing a management capability in the province. In September, the Minister responsible for the Corporation requested that the efforts of the Corporation be accelerated. We are responding with increased emphasis on the provision of direct services to waste generators. By year end a commercial PCB management and storage service was operational and a more comprehensive commercial service covering a wide range of wastes was being established.

In conclusion, the continued high level of support from the provincial Government and the efforts of a small dedicated professional team have allowed the Corporation to make excellent progress toward its objectives. This represents a concrete example of the Province's commitment to the ethic of sustainable development. We look forward to 1989 with optimism as we provide the tools to effectively deal with the hazardous waste issue.



R.J. Cooke
President and Chief Executive Officer

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

"...two major variables...are the degree to which source-based management will be applied and the impact of regulatory enforcement."

MANAGING WASTE AT ITS SOURCE

The most efficient and environmentally responsible means of dealing with most hazardous waste is to manage it at its source through the "4 R's": reduction, reuse, recycling and recovery. The Corporation is facilitating source-based waste management through its generator services and waste audit programs.

Corporation technical staff supply information and technical assistance to waste generators on treatment and disposal options such as exchanging waste, identifying recycling and reduction technologies, and establishing practical onsite treatment capability. More than 150 generator services inquiries were handled in 1988. As part of this program, an index of companies providing waste management services has been compiled for distribution to industry throughout the province.

Companies have been able to identify waste minimization opportunities by having audits conducted on their waste management practices by Corporation technical staff. This program is being expanded with the development of an audit manual that will help industries to do their own waste management assessments.

As a result of seeking industry groups where cooperative action may be most cost efficient, several collective treatment opportunities have been identified as well as other areas where waste minimization should be explored as a primary option. For example, there is potential for collective management of wastes from the metal plating, dry cleaning and printing industries.

The Corporation's participation in establishing the ON-SITE program in Manitoba has also been particularly rewarding. Under the auspices of a federal government employment program, twenty-four technical professionals have been placed with waste generating industries to provide full-time staff support for waste management work.

IDENTIFYING THE MARKET

During the year, the Corporation undertook a comprehensive study of the types and quantities of waste produced in the province by directly surveying a significant number of individual waste generators on a confidential basis. The results of this work have allowed the Corporation to assess the market distribution as well as the technical requirements and scope of planned facilities. More than half of the waste is generated in Winnipeg. It is predominantly inorganic in nature with a relatively small volume of organic waste being created. This suggests that physical/chemical treatment for inorganic waste streams should be a priority in the Corporation's treatment development plans. Much of the organic component may be managed best by recycling or use as an alternative fuel. The two major variables in predicting the evolution of this market are the degree to which source-based management will be applied and the impact of regulatory enforcement.

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

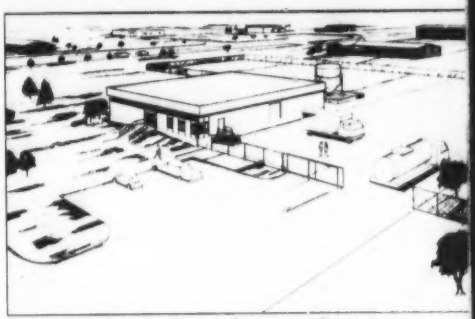
DEVELOPING FACILITIES

A System Scope and Technology Study examined the development of a central treatment and disposal facility that would be supported by a province-wide network of transfer stations. The study involved an independent review of the Corporation's incremental development approach, the identification of both proven and emerging technologies, and developing conceptual design options for a central facility.

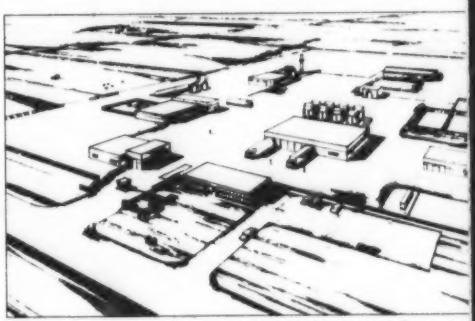
Based on the results of this study, the Corporation has established that the initial phase of the central facility will incorporate at least storage, analysis and volume reduction capability. This would be followed by physical/chemical treatment and disposal capability and, ultimately, a fully integrated hazardous waste treatment and disposal facility as its economic viability is established.

"...the initial phase of the central facility will incorporate at least storage, analysis and volume reduction capability."

In late 1988, work began on the basic facility design and the selection and assessment of treatment and disposal technologies. The work will provide supporting engineering data for site selection and the associated environmental impact assessment. It will support the Corporation's business planning through the provision of capital and operating cost estimates. It will also form the design basis to proceed to detailed engineering, procurement and construction activities in 1990.



Commercial Transfer Station (Conceptual Design)



Central Treatment and Disposal Facility (Conceptual Design)

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

"...to earn public approval of the system and its components through open and responsive communication..."

SEEKING LOCATIONS FOR FACILITIES

Site Selection Approach

The Corporation has begun the process for the selection and evaluation of potential facility sites. The process is being conducted in phases with each phase becoming more detailed and site specific. It is designed to allow a full opportunity for involvement of all interested groups and individuals.

The process for selecting a site for the central facility is voluntary and will take place only within communities expressing an interest. It involves:

- identifying areas with a high capability, in technical and environmental terms, of containing suitable sites (see map),
- seeking communities within these areas that are potentially interested in hosting the facility, and
- working jointly with those communities on determining the actual location, how it will be assessed and on the evaluation of the results.

Involving the Public

The Corporation's environmental policies include the undertaking to *earn public approval of the system and its components through open and responsive communication and through public participation in all aspects of their development and operation.* The challenge is to build general public awareness of our activities and earn community support in areas in which they are being conducted.

An extensive public information program was undertaken in 1988. Brochures addressing issues such as household hazardous waste, services to waste generators, and the site selection process were prepared. A video entitled "Who is Responsible" was produced. The Corporation's newsletter, "The Waste Paper", also began publication. All information materials were given wide distribution.

The Corporation's staff gave over eighty presentations to interested groups which included industrial organizations, technical conference participants, public interest groups, government agencies and students.

By the fall of 1988, the first phase of the siting work for the central treatment facility was completed with the publication of detailed siting criteria and the results of their application at a provincial level (see map). The next steps involved:

reporting in a public forum on progress made toward developing the hazardous waste management system,

soliciting comments from the public and from potential stakeholders, and soliciting expressions of interest from communities in discussing the potential location of the central treatment facility.

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

▼
MAP: Areas of Greatest Interest

This map shows areas that are generally free of constraints and that have the desired soil types and depth. The preliminary data shown here allow attention to be focused on areas where the potential to find suitable sites is greatest.

Public Open Houses

During November, the Corporation hosted thirteen "open houses" in twelve communities throughout Manitoba. These open houses generally followed the pattern of the Clean Environment Commission hearings on hazardous waste which had been held in previous years. The public open house concept involves making Corporation staff and information available at a convenient place and time where people can come and go as they wish. Given the complexity of the issue and the variety of potential specific public and stakeholder interests, this proved to be the best means for effective two-way communication.

Approximately 350 people attended the open houses. Most felt that hazardous wastes could be managed in a safe manner. As well, interest was expressed by many communities in further discussing the potential for locating the central treatment facility. This interest has since been borne out by the number of municipalities contacting the Corporation for more information.

The Corporation will continue with the high level of public discussion implemented in 1988. It is a necessary part of the site selection process and builds an awareness and commitment to developing a solution to the hazardous waste management issue in general.

REGIONS OF GREATEST INTEREST

Discussing the hazardous waste issue with the public.

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

OPERATING WASTE MANAGEMENT PROGRAMS

During 1988, the Corporation began development of a direct waste management service capability for various public service programs and the growing commercial market.

It assumed operating responsibility for a temporary storage facility at Gimli, previously operated by the Department of Environment and Workplace Safety and Health. By year end, the facility had been upgraded and the licensing requirements had been completed for its operation until it can be replaced by a permanent facility. In 1989, it will be available to serve public programs such as household hazardous waste and pesticide residue collection, as well as commercially collected wastes and materials identified as the result of the anticipated increase in regulatory enforcement activities.

Following a commitment by the Government of Manitoba to accelerate the phase-out of PCB's, and improve their general management, the Corporation initiated the provision of PCB packaging, transportation and storage services to public and private generators of the material in association with Manitoba Hydro. Consistent with the government's policies in this area, significant progress was made by year end toward the consolidation of PCB contaminated material into secure storage pending the availability of proper destruction facilities.

PROVIDING INFORMATION TO THE PUBLIC

The Resource Centre

In 1988, a small specialized resource centre was established in the Corporation's offices and is available to the public during normal business hours. It contains a selection of technical resource documents, reference materials, books, journals and video tapes pertaining to hazardous waste management, waste treatment technologies and environmental and social impact issues.

Public Information Produced During 1988 and Distributed Through the Corporation

Videotape:

- *"Who is Responsible"*: The Corporation sponsored Manitoba Educational Television's production of a 15 minute videotape on the hazardous waste issue in this province. It has been aired on the educational television system and has received wide distribution. Copies are available to any organizations or interested members of the public.

Reports

- Manitoba Hazardous Waste Management Corporation First Annual Report 1987.
- The Development of a Hazardous Waste Management System in Manitoba.

Discussion Documents

- Proposed Site Selection Process for the Development of a Hazardous Waste Management System.
- Proposed Site Selection Criteria for the Development of a Hazardous Waste Management System.

Pamphlets

- Manitoba Hazardous Waste Management Corporation.
- Hazardous Waste Generator Services Program.
- What are Household Hazardous Wastes?
- Site Selection Process.
- Site Selection Criteria.
- Generator Services Index.

Technical Documents

- Reid Crowther & Partners Ltd. August, 1988. **System Scope and Technology Study Part I - Strategy Review.** Prepared for the Manitoba Hazardous Waste Management Corporation.
- Reid Crowther & Partners Ltd. October, 1988. **System Scope and Technology Study Part II - Technology Review.** Prepared for the Manitoba Hazardous Waste Management Corporation.

Technical Papers

- E. Yee and R. J. Cooke, **The Development of a Hazardous Waste Management System in Manitoba,** Proceedings of the 40th Annual Western Water and Waste Water Conference, Western Water and Waste Water Association, Winnipeg, Manitoba, October, 1988.
- R. J. Cooke, **Some Observations on Planning the Development of a Hazardous Waste Management System,** Proceedings of the 10th Canadian Waste Management Conference, Environment Canada, Winnipeg, Manitoba, October 1988.
- G. P. Latonas and A. B. Richards, **An Incremental Approach to the Development of a Hazardous Waste Management System: Manitoba's Approach and Experience in the Siting Process,** Proceedings of the 10th Annual Canadian Waste Management Conference, Environment Canada, Winnipeg, Manitoba, October, 1988.
- R. L. Carter, **Economic and Public Policy Considerations Around Hazardous Waste Management,** Proceedings of the 6th Annual Red River Basin Land and Water International Summit Conference, The International Coalition, Fargo, North Dakota, November, 1988.
- R. J. Cooke and G. P. Latonas, **The Planning and Siting of a Hazardous Waste System in Manitoba,** Proceedings of the Conference on Chemicals in the Environment, The Air and Waste Management Association, Whistler, B.C., November, 1988.

MANITOBA
HAZARDOUS
WASTE
MANAGEMENT
CORPORATION

FINANCIAL STATEMENTS

For the year ended December 31, 1988

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MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

REPORT OF THE PROVINCIAL AUDITOR'S OFFICE

We have examined the balance sheet of Manitoba Hazardous Waste Management Corporation as at December 31, 1988 and the statements of operations and deficit, and changes in cash resources for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of Manitoba Hazardous Waste Management Corporation as at December 31, 1988 and the results of its operations and the changes in its cash resources for the year then ended in accordance with the accounting policies described in note 2 to the financial statements applied on a basis consistent with that of the preceding year.

F.H. Jackson, CA,
Provincial Auditor

February 27, 1989,
Winnipeg, Manitoba

MANITOBA
HAZARDOUS
WASTE
MANAGEMENT
CORPORATION

BALANCE SHEET

as at December 31, 1988 (with 1987 figures for comparison)

ASSETS	1988	1987
CURRENT		
Cash held in trust by the Province of Manitoba	$ 503,295	$ 143,613
Accounts receivable	6,150	—
Prepaid expenses	5,750	3,533
Inventory, at cost	5,898	—
Total Current Assets	521,093	147,146
FIXED ASSETS (Note 4)		
Vehicle, at cost	16,085	—
Total Fixed Assets	16,085	—
TOTAL ASSETS	$ 537,178	$ 147,146
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	$ 300,934	$ 117,104
EQUITY		
Share capital (Note 3)	1,900,000	330,355
Authorized - 350,000 shares for a maximum consideration of $35,000,000		
Issued and paid - 19,000 shares		
Deficit	(1,663,756)	(300,313)
TOTAL LIABILITIES AND EQUITY	$ 537,178	$ 147,146

The accompanying notes are an integral part of the financial statements.

R.L. Carter
Chairman

G.H. MacKay
Chairman
Audit Committee

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

STATEMENT OF OPERATIONS AND DEFICIT

year ended December 31, 1988 (with 1987 figures for comparison)

	1988	1987
REVENUE - PCB MANAGEMENT	$ 10,940	$ —
	10,940	
GENERAL AND ADMINISTRATIVE EXPENSES		
Wages and benefits	590,575	104,798
Other administrative expenses	409,518	135,781
	1,000,093	240,579
SYSTEM DEVELOPMENT PROGRAMS (Note 9)		
Source-based management and market identification	67,806	—
Facilities development	61,548	—
Site selection and assessment	42,824	—
External affairs	98,679	—
Business plan development	1,867	—
	272,724	—
PUBLIC WASTE MANAGEMENT PROGRAMS (Note 10)	101,566	59,734
NET LOSS FOR THE YEAR	1,363,443	300,313
DEFICIT, BEGINNING OF YEAR	300,313	—
DEFICIT, END OF YEAR	$ 1,663,756	$ 300,313

The accompanying notes are an integral part of the financial statements.

MANITOBA HAZARDOUS WASTE MANAGEMENT CORPORATION

STATEMENT OF CHANGES IN CASH RESOURCES

year ended December 31, 1988 (with 1987 figures for comparison)

	1988	1987
CASH PROVIDED BY (USED FOR):		
Operating Activities		
Loss from Operations	$(1,363,443)	$(300,313)
Changes in working capital		
Accounts receivable	(6,150)	—
Inventory, at cost	(5,898)	—
Prepaid expenses	(2,217)	(3,533)
Accounts payable	183,830	117,104
	169,565	113,571
	(1,193,878)	(186,742)
CAPITAL EXPENDITURES	(16,085)	—
	(1,209,963)	(186,742)
FINANCING ACTIVITIES		
Issuance of share capital	1,569,645	330,355
CASH (REQUIRED) PROVIDED	359,682	143,613
CASH, BEGINNING OF YEAR	143,613	—
CASH, END OF YEAR	$ 503,295	$ 143,613

The accompanying notes are an integral part of the financial statements.

NOTES TO FINANCIAL STATEMENTS

December 31, 1988

▪ NOTE 1 - Status of the Corporation

The Manitoba Hazardous Waste Management Corporation was established as a Crown corporation under the Manitoba Hazardous Waste Management Corporation Act S.M. 1986, C.10. Under the provisions of the Act, the Corporation will establish and operate a hazardous waste management system which will safely dispose of hazardous waste in accordance with regulations and standards prescribed by the Province of Manitoba. The Corporation also promotes protection of health and safety and the preservation of the environment.

▪ NOTE 2 - Significant Accounting Policies

a) Basis of Reporting

The financial statements have been prepared in accordance with generally accepted accounting principles, except for accounting for furniture and office equipment as described in note 2(c). General and administrative expenses are not allocated to system development and public waste management programs.

b) System Development Costs

System development costs, including related general and administrative costs, are expensed in the period incurred. The Corporation plans to capitalize these costs when a decision is made to proceed with construction of a waste treatment facility.

c) Fixed Assets

Fixed assets are recorded at cost with the exception of purchases of office equipment and furniture which are charged directly to operations in the year the charge is incurred. Depreciation is computed on the declining balance to amortize the cost over the estimated useful life.

d) Pension Liability and Expense

The Manitoba Hazardous Waste Management Corporation has requested that the Civil Service Superannuation Act be amended to include the Corporation as an employer under section 6(3) entitled to make contributions to the Civil Service Superannuation Fund matching the employees' contributions. The Corporation accrues a liability and charges to expense an amount equal to pension contributions made by employees. An actuarial determination is not available as to the extent of any unfunded liability.

e) Services Provided by the Government of Manitoba

The cost of services provided by the Government of the Province of Manitoba as outlined in Note 7 are not reflected in these financial statements.

▪ NOTE 3 - Share Capital

The Corporation was originally established without share capital with funding provided by interest bearing advances from the Government of the Province of Manitoba. Amendments to the Manitoba Hazardous Waste Management Corporation Act on July 17, 1987 provided for up to 350,000 shares to be issued for a maximum consideration of $35,000,000. On February 4, 1988, by Order-in-Council 111/88, the outstanding interest bearing advances were retroactively converted into shares held by the Minister of Finance of Manitoba. The Corporation issues share certificates to the Minister of Finance in exchange for equity financing. Equity financing available to the Corporation is held in trust in the Consolidated Fund to be advanced as funds are required to finance operations.

▪ NOTE 4 - Fixed Assets

	1988			
	Cost	Accumulated Depreciation	Net	1987
Vehicle (purchased Dec. 27, 1988)	$16,085	—	$16,085	—

▪ NOTE 5 - Income Tax

The Corporation is owned by the Government of the Province of Manitoba and is therefore exempt from income tax.

▪ NOTE 6 - Leases

The Corporation is committed to a five-year lease with A&L Realty Limited for office space at 530 Century Street. The remaining lease obligation is as follows:

1989	$69,455
1990	$69,455
1991	$69,455
1992	$23,152

▪ NOTE 7 - Services Provided by the Government of the Province of Manitoba

The Government of Manitoba provides certain administrative, legal and management services at no charge to the Corporation. The cost of these services is estimated to be approximately $25,000. (1987 - $25,000).

▪ NOTE 8 - Economic Dependence

The Corporation is economically dependent on the Government of the Province of Manitoba.

▪ NOTE 9 - System Development Programs

System development programs include a number of costs incurred to prepare for the development of a waste management facility.

Source-based management and market identification

This activity covers the Corporation's initiatives related to promotion of source-based management and the task of characterizing the provincial waste market.

Facilities development

This activity involves engineering studies to provide a technical review of facilities development options, identify available technologies and obtain preliminary cost and configuration information.

Site selection and assessment

This activity includes the review of siting experience elsewhere and the development of a proposed siting process to be pursued in Manitoba.

External affairs

This activity includes the costs related to the provision of a public information program aimed at establishing an identity for the Corporation as a new enterprise, providing a range of information on hazardous waste management and supporting specific activities such as facility siting.

Business plan

Business plan development includes the costs of examining various options with respect to potential joint ventures, commercial operations and other regional activities.

▪ NOTE 10 - Public Waste Management Programs

Waste disposal and related expenses were incurred by the Corporation on assuming responsibility for funding public services previously provided by the Department of Environment and Workplace Safety and Health.

▪ NOTE 11 - Imputed Interest Cost Information

The following information is supplied in accordance with the request of the Minister of Finance.

The annual borrowing cost to the Government for the average investment of $1,115,178 in share capital at the weighted average rate of 10.52% paid by the Government in respect of its 1988 debt is $117,317.

BOARD OF DIRECTORS

Chairman:
Mr. R. L. Carter

Vice-Chairman:
Mr. N. Ahmad

Director for one year, effective March 18, 1987:
Dr. A. Yassi

Directors for two years, effective March 18, 1987:
Mr. A. Cerilli (rescinded)
Dr. A. Chow
Ms. L. Leader
Mr. R. Tonn (resigned)

Directors for two years, effective September 1, 1988:
Mr. H. MacKay
Mr. G. Gilmour
Mr. H. Gilmour
Ms. S. Mar
Ms. R. Patterson
Mr. B. Sandercock
Ms. B. Hojnocki

HEAD OFFICE

226-530 Century Street
Winnipeg, Manitoba
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MANAGEMENT

President and Chief Executive Officer:
Mr. R. J. Cooke

Secretary-Treasurer:
Ms. C. Kaus

Manager, System Development:
Mr. E. Yee

AUDITOR

Provincial Auditor

ISSN 0838-4932
PRINTED IN CANADA